



# Recruitment Pack

## People and Culture Director

# Welcome

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Thank you for your interest in the People and Culture Director role at The National Lottery Community Fund.

The National Lottery Community Fund is the largest single source of funding for community activities in the UK. We're One Fund based in communities in England, Northern Ireland, Scotland and Wales, and our work reflects the diversity of the UK. We support activities that create resilient communities that are more inclusive and environmentally sustainable – activities that will strengthen society and improve lives.

We are now seeking a People and Culture Director, a brand-new role leading a new Directorate, at a time of significant renewal following the launch of our new strategy, *It starts with community*, setting a new direction to 2030. For an ambitious and far-sighted director, now is a superb time to join us as we embark on a new chapter in an exciting, demanding and varied role, driving transformation and improvement at all levels.

Any organisation is only as good as its people, and right at the heart of our new strategy, are our people. The post holder will lead our 'One Fund' approach to invest in people and culture. Our forthcoming 2024-27 Corporate Plan will set goals to enable an ambitious and inclusive workforce, ensure we reflect the diversity and experience of communities across the UK, and deliver people strategy, policy and practice to support agile ways of working with purpose.

This is a significant and influential leadership position. Our new People and Culture Director will be an outstanding leader with change management experience and sound judgement who shares our values and who can engage, inspire and influence at all levels to drive transformation seamlessly. You will push forward a high-performance culture, and your ability to coach, inspire and empower people will be second to none. You will be creative and innovative in your approach and encourage others to work in this way.

With highly developed analytical skills and an astute perspective politically, you will provide a clear and compelling vision for the importance of our culture and be systematic and engaging in your approach and delivery, building credibility quickly with a range of stakeholders. You will possess strong communication skills, a positive attitude and a commitment to continuous improvement, and you will be at the helm of ensuring the integration and deepening of a truly motivated and values-led culture at The National Lottery Community Fund.

If you believe you have the skills and qualities required, we would be very pleased to hear from you.



**David Knott, Chief Executive**  
**The National Lottery Community Fund**

# About The National Lottery Community Fund

## Background

The National Lottery Community Fund is the largest single source of funding for community activities in the UK. We're One Fund based in communities in England, Northern Ireland, Scotland and Wales, and our work reflects the diversity of the UK.

We support activities that create resilient communities that are more inclusive and environmentally sustainable – activities that will strengthen society and improve lives.

We fund communities across the UK and will award over £4 billion by 2030. We receive and award 40% of The National Lottery's good causes income and determine our yearly investment budgets based on the amount raised by National Lottery players across the UK. We're here to support and enable communities to connect, build relationships and take action on the things that matter most to them.

We invest in projects supporting bold approaches and long-term change and we listen and respond to what matters most to communities as we deliver our four missions. We have a flexible grant making model offering funding from £300 through National Lottery Awards for All to longer term grants and significant strategic partnerships.

We are committed to be more than a funder offering support through learning, convening, partnering and championing.

## *It starts with community - our journey to 2030*

At The National Lottery Community Fund we believe social connections and community activities are at the heart of creating healthier, happier lives and a flourishing society.

From now to 2030 our strategy, *It starts with community*, will guide how we'll support community-led projects in every part of the UK, putting an equity-based approach to tackle inequality and focusing most where there is greatest need, at the core of all we do.

We're committed to stay rooted in the communities we serve from the smallest funded projects to the largest strategic investments. We are clear in our ambition to be more than a funder by learning and working with others as we do so.

We will be delivering this strategy to 2030 at a time of renewal and expected growth in returns to 'good causes' from The National Lottery, alongside the Fund's third party and dormant assets work.

## The organisation

We're a non-departmental public body. We're operationally independent and distribute funding from The National Lottery, Dormant Accounts and other third parties, receiving policy directions from the UK Government and devolved administrations. Players of The National Lottery provide most of our resources every time they play.



# Our purpose

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We support activities that create resilient communities that are more inclusive and environmentally sustainable - activities that will strengthen society and improve lives across the UK.

Our community-led missions and what we'll achieve by 2030

## **We'll support communities to connect by:**

- creating accessible, welcoming places, both physical and virtual, for people to meet initiating engaging and inclusive activities that support connections within and between groups of people.
- enabling people from all backgrounds to shape the future of their communities cultivating an increased sense of belonging.

## **We'll support environmentally sustainable communities that:**

- reduce carbon emissions and negative environmental impact.
- create positive environmental impacts.
- establish equality of access to the natural environment improve the quality of natural spaces.

## **We'll enable children and young people to thrive by:**

- creating opportunities for children and young people from all backgrounds to enjoy community experiences.
- helping children and young people shape the decisions that affect them and their communities.
- providing children and young people access to safe spaces to play, participate, socialise and get support.

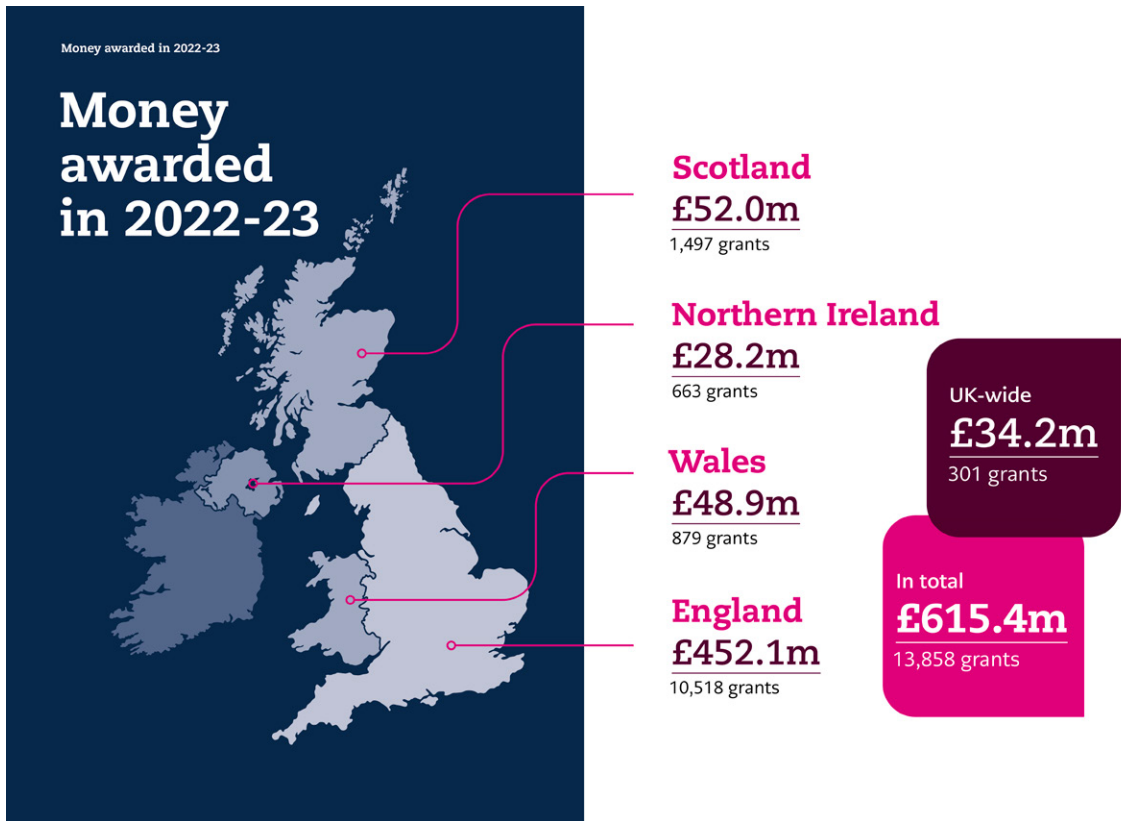
## **We'll enable people to live healthier lives by:**

- helping reduce health inequalities.
- increasing opportunities for community participation to shape better health services.
- taking a preventative approach to health.



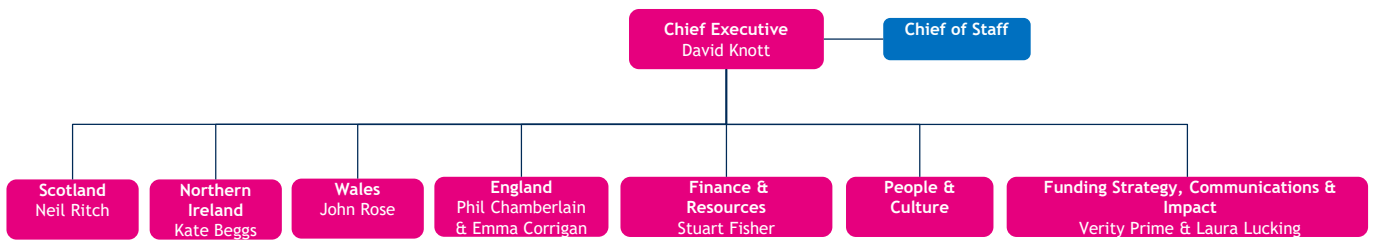
# Our values

 <b>We are inclusive</b> We know that communities and organisations are stronger when everyone can participate, and work to increase inclusion.	 <b>We are ambitious</b> We believe in the power of community and connection and are ambitious for its potential. We support people and communities to shape the future and lead change.	 <b>We are impact focused</b> We are inspired by communities and learn with them. We listen, reflect and use evidence to improve knowledge, inform action and increase impact.	 <b>We are adaptable</b> We welcome and embrace new ideas and ways of working.	 <b>We are compassionate</b> We work with care, consideration and humility.
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# The National Lottery Community Fund Senior Management Team



# Role description

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**Job title:** People and Culture Director

**Reports to:** Chief Executive

**Direct reports:** You will oversee a professional function of around 30 people that is both fit-for-now and fit-for-the future, which delivers a timely and quality service for the Fund and its internal customers and external stakeholders. Current teams include:

- HR and People Business Partners.
- Apprenticeships, Learning and Development.
- People Operations.
- Diversity, Inclusion and Wellbeing.
- Internal Communications and Engagement.

## Role purpose:

As People and Culture Director at the Fund, you will be accountable for, and lead, our new People and Culture directorate, playing a pivotal role in delivering our most complex work and strategic objectives.

The People and Culture Director is a newly formed role reflecting the step change ambition in the delivery of The National Lottery Community Fund's 'It starts with community' strategy. This is an exciting, demanding and varied role. Joining at a time of optimistic growth and organisational change, the post holder will lead our 'One Fund' approach to invest in people and culture to excel in our support for communities.

Successful delivery of our 2030 Strategy and forthcoming 2024-2027 Corporate Plan requires enabling an ambitious and inclusive workforce; ensuring we reflect the diversity and experience of communities across the UK; delivering people strategy, policy and practice to support agile ways of working with purpose and colleague engagement; and promoting, embedding and celebrating our values so that, as One Fund, all colleagues are empowered to live them day to day.

As Director you will be accountable for leading this commitment to our people and culture change practice, working directly to the Chief Executive, and as a member of Senior Management Team. You will have the opportunity to support the creation of this new Directorate, to ensure you have the capacity, capability and expertise required to strategically lead and manage the people management functions to support the Fund's mission and objectives.



## Main responsibilities:

### General

- Work with Executive and Non-Executives alike, including as lead director with a newly formed Board-Executive People Committee.
- Influence and inspire our colleague community, building on strong colleague engagement foundations, including our colleague networks and colleague council.
- Develop the people strategy, policy and practice and an effective and efficient organisational design to support the delivery of our change agenda and growth.
- Lead the development and approval of transformation and change proposals for the Fund, and our reward and recognition framework.
- Lead the Fund towards our goal of best practice for conscious inclusive leadership and being recognised as an employer of choice, externally and by our people, by embedding positive values and behaviours across the organisation.
- Bring extensive knowledge of UK employment law and build positive, collaborative relationships across the organisation, acting as a trusted advisor who can challenge and influence diverse audiences.
- Lead our people and culture work on equity, diversity and inclusion, operating with clarity and honesty, developing sophisticated and confident conversations on ambition and inclusion at The National Lottery Community Fund.

### Transformation

- Enable, and being accountable for, driving transformation – leading to improvements at individual, team, and organisational level in a multi-site, geographically dispersed, and unionized and non-departmental public body environment.
- Apply change experience, draw connection to wider organisational work, such as our optimism to embrace new, emerging technology and digital capability that simplifies, reimagines and improves our funding process, and our future estates and ways of working, and integrate this into our strategic people and culture agenda. You will have significant accountability for the success of our holistic change programme.





# Person specification

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As People and Culture Director, you will drive a high-performance culture, and your ability to coach, inspire and empower people will be second to none. You will encourage and engage, nurturing team development and people's career paths. Your project management skills and your ability to critically analyse information will be equally strong, along with your ability to build and nurture relationships with stakeholders and understand their needs.

You will be creative and innovative in your approach and encourage others to work in this way. By drawing on previous learning and experience you will enable continuous improvement and better ways of working. You will be politically astute, and have the ability to understand and interpret the external & internal environments, local context, and the impact on our business activities.

As People & Culture Director, you will need to demonstrate your skills, experience and qualifications in these areas:

## Essential:

- **People Management Expertise:** In-depth knowledge and expertise of people management practices, including complex case management, talent acquisition, performance management and employee relations.
- **Organisational Design and Development Expertise:** Proven track record in planning and implementing strategies to enhance the effectiveness and efficiency of organisations - at all levels - fostering a positive culture, aligned with broader organisational goals.
- **Strategic thinking and vision:** Ability to analyse complex business situations and develop transformational strategies and change initiatives to ensure seamless transitions.
- **Leadership Skills:** Demonstrated ability to lead, inspire and motivate teams, fostering a collaborative and inclusive work environment, operating with honesty, clarity, and transparency and able to tailor this to different audiences.
- **Change Management:** Proven experience in effectively managing and leading major change and transformation initiatives, in a multi-site, geographically dispersed, and unionised environment.
- **Substantial professional People and Culture experience,** including complex case management, change management, policy creation and development and have a deep, rich experience of developing, leading and delivering complex culture change programmes for expert and multi-functional teams.

- **Commercial understanding:** Ability to align people management strategies with the broader organisational and financial objectives, ensuring practices contribute to the overall efficiency and value for money goals and the economic and commercial context.
- **Equity, Diversity, and Inclusion Expertise:** High level experience of developing and implementing the strategy and associated policies to ensure compliance with relevant legislation, whilst promoting equity and equality, and fostering a culture of inclusion and diversity.
- **Data-Driven Decision-Making:** Ability to use HR analytics and data to inform decision-making, improve processes, and measure the impact of people management initiatives.
- **Stakeholder Management:** Strong ability to build and maintain positive, collaborative relationships with key stakeholders, including at Executive and Non-Executive level, acting as a trusted advisor who can challenge and influence diverse audiences.

### **Desirable:**

- **Legal Compliance:** Excellent employment law knowledge backed by formal qualification e.g. CIPD.
- Experience or understanding of operating in a non-departmental public body context.



# Terms of appointment

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## Salary

The salary range for this role is £85,000 - £110,000 per annum on a full-time permanent basis. Flexibility may be available for an exceptional candidate.

## Location

UK-based, flexible.

The Fund is committed to providing a working environment that gives everyone choice and flexibility. We encourage flexible working, including hybrid working combining balance of home and office working, unless there is a conflict with business needs and/or customer service. The Fund has larger offices in Birmingham, London, Cardiff, Glasgow, Belfast, and Newcastle. The majority of the corporate enabling teams are based in our registered office in Birmingham. Board and SMT meetings are held across the UK.

The postholder can be based anywhere in the UK and expect to work a balance of their time remotely. Regular presence in Birmingham and travel to Board, SMT and meetings to engage colleagues across the UK is a requirement of the role.

## Pension

The Fund operates two pension schemes, Alpha, our Principal Civil Service Pension Scheme (PCSPS) and a Partnership Pension Scheme with Legal & General.

For Alpha, the employer's contribution is between 26.6% and 30.3% and the employee contributions rates are between 4.6% and 8.05% depending on salary.

For Partnership, the employer's contribution rate is between 8% to 14.75% of your earnings. You do not have to contribute to this scheme, but if you do, the Fund will match your contributions up to 3% of your pensionable pay.

## Annual leave

Annual leave is 30 days per year on joining The National Lottery Community Fund plus bank holidays. An additional three days of leave is given every year – normally at Christmas. Your entitlement will vary according to your date of appointment, and is pro-rata for part-time employees.

## Additional benefits

We recognise that keeping our people happy and healthy enables us to be a more effective organisation and makes The National Lottery Community Fund a better place to work.

Benefits include:

- Generous Civil Service Pension scheme
- Flexible working
- Enhanced paid maternity/paternity/adoption leave
- Paid volunteering leave
- Season ticket loan
- Healthcare cash plan
- Cycle2work
- Employee discount scheme



# How to apply

To make an application, please go to <https://starfishsearch.com/jobs/nlcf-pcd/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Closing date: Friday 10th May 2024

Preliminary interviews: w/c Monday 20th May and Monday 27th May 2024

Final Panel interviews: Tuesday 11th June 2024

